

## Board of the National Museum of Ireland

### Minutes of Meeting

Thursday the 3<sup>rd</sup> of October, at 10:00am  
via videoconference

<b>Present:</b>	Cathal O'Donoghue Ambrose Loughlin Rowena Neville Marianne Doyle Susan Rogers	John Bowen Ciaran Byrne Geraldine Sheridan Suzanne Costello
<b>Apologies:</b>	Beatrice Kelly, Iseult Dunne Claudia Kinmonth	Barra O Donnabhain Helen Shenton
<b>In attendance:</b>	Lynn Scarff (Director) Aoife Hurley (Director of Operations) Dr Éimear O'Connor (Director of Collections & Access)	Gráinne O'Donnell (Corporate Affairs Executive Officer) Mark Sherry (Head of Finance & Procurement) Aoife McBride (Corporate Affairs Manager)

<b>1.0</b>	<b>Opening of meeting, apologies if any and adoption of the agenda</b>
1.1	The Chair of the Board opened the meeting, and apologies were conveyed for Beatrice Kelly, Iseult Dunne, Claudia Kinmonth, Barra O Donnabhain and Helen Shenton. The agenda was formally adopted.
<b>2.0</b>	<b>Declaration of conflicts of interest (potential, perceived or otherwise), if any</b>
2.1	None
<b>3.0</b>	<b>Previous minutes</b>
3.1	The minutes were proposed by Marianne Doyle and seconded by Susan Rogers.
3.2	<u>Matters arising</u> Any matters arising to be dealt with under agenda/Updates were provided on the following:

	<ul style="list-style-type: none"> <li>It was agreed that the Executive would seek to arrange a meeting between the Chair of the Board and the Chair of the Office of Public Works.</li> </ul>
<b>4.0</b>	<b>Executive Report</b>
	<p>The Board noted the report, and the Director updated the Board on a number of areas, including the following:</p> <p><u>CRC Update</u></p> <ul style="list-style-type: none"> <li>[REDACTED]</li> <li>[REDACTED]</li> <li>Although there is a 20-year lease in place, Board noted urgent need to engage in relation to the development of a new CRC.</li> <li>Discussion on the importance of external engagement and highlighting in risk register the importance of purpose-built property.</li> <li>The Board agreed that it would be prudent to begin strategically planning the purchase of a permanent, purpose-built property [REDACTED]</li> <li>[REDACTED]</li> <li>[REDACTED]</li> <li>[REDACTED]</li> <li>Ensuring that the risks associated with CRC are part of the communication received by new Minister within the TCAGS&amp;M, OPW and DEPNDR.</li> </ul> <p><u>Budget 2025</u></p> <ul style="list-style-type: none"> <li>Less than 5% increase in Budget 2025, effectively stand still due to public sector pay increases and inflationary pressures. [REDACTED]</li> <li>[REDACTED] Letter of allocation expected in coming weeks.</li> <li>Executive to consider the Budget 2025 outcome in terms of 2025 Business Planning. [REDACTED]</li> <li>[REDACTED] to present on 2024 Business plan outcomes at next Board meeting that will feed into 2025 planning.</li> </ul> <p><u>Natural History Refurbishment works</u></p> <ul style="list-style-type: none"> <li>There was discussion on the Natural History project following a recent presentation to GAR.</li> <li>[REDACTED]</li> <li>[REDACTED]</li> </ul>

	<p>[REDACTED]</p> <ul style="list-style-type: none"> <li>• It was agreed the risk register should be updated to reflect the current stage of the project.</li> <li>• It was agreed that a joint meeting of committees from GAR and C&amp;E would be initiated on the Natural History project to ensure best practice governance on all aspects of risk attached to the project [REDACTED]. These would average at approx three meetings a year with a set agenda to be reviewed at the next Board meeting.</li> </ul>
<b>5.0</b>	<b>Break</b>
5.1	The Board meeting was paused for a ten-minute comfort break.
<b>6.0</b>	<b>Committee Reports</b>
6.0a	The Board noted and formally approved all reports without amendments.
<b>6.1</b>	<b><i>General Public Advisory Committee updates</i></b>
6.1a	<p>The Deputising Chair of GPAC, John Bowen provided an overview of discussions at Committee level.</p> <ul style="list-style-type: none"> <li>• The Collections Acquisition Policy, Provenance Research Strategy and Human Remains Policy were all approved by Board</li> <li>• The Terms of Reference were noted and approved by Board.</li> </ul>
6.1b	EOC left meeting at 11:57
<b>6.2</b>	<b><i>Governance Audit &amp; Risk Committee update</i></b>
6.2a	<p>The Chair of the Governance, Audit &amp; Risk Committee provided an overview of discussions at Committee level.</p> <p>Key items included</p> <ul style="list-style-type: none"> <li>• the need to appoint new external members due to recent external members completing their full terms.</li> <li>• Overview of the draft internal audit plan provided by Crowe Consulting.</li> <li>• [REDACTED]</li> <li>• Terms of reference were discussed. Points were made with regard the committees responsibilities in relation to Monitoring and Evaluation and need to ensure that this is in line with agreed strategic plan and to enhance the function of the Board.</li> </ul> <p><b>The Board formally reviewed and approved, Safe to create charter, Draft audit plan, climate action roadmap, Terms of reference.</b></p> <p><b>The Board reviewed the risk register and financial statements.</b></p>
<b>6.3</b>	<b><i>Communications &amp; Development Committee updates</i></b>
6.3a	On behalf of the Chair of the Communications & Development Committee the Director provided an overview of discussions at Committee level.

	Key item was a discussion of research and capacity of NMI in relation to philanthropic activity [REDACTED] [REDACTED] [REDACTED]
<b>6.4</b>	<b><i>Capital &amp; Estates Committee updates</i></b>
6.4a	The Chair of the Capital & Estates Committee provided an update of the key areas of the work of the committee.  Key items discussed were the contribution of the C&E committee to the joint committee with GAR on capital projects.
<b>7.0</b>	<b>Standing Orders</b>
7.1	The Board Standing order were reviewed and approved by the Board.
<b>8.0</b>	<b>A.O.B</b>
8.1	There was a discussion on balancing online and in person meetings in 2025 and ensuring for in person meetings sufficient time for travel.
<b>9.0</b>	<b>Date of next meeting</b>
9.1	21 <sup>st</sup> November.  End of meeting.

**Approved by:**

**Date:** 21<sup>st</sup> November 2025



**Prof Cathal O Donoghue**  
Chair of the Board